



# *MCFRS Command Officers Briefing*

**Fire Chief Steve Lohr**  
**October 1, 2014**

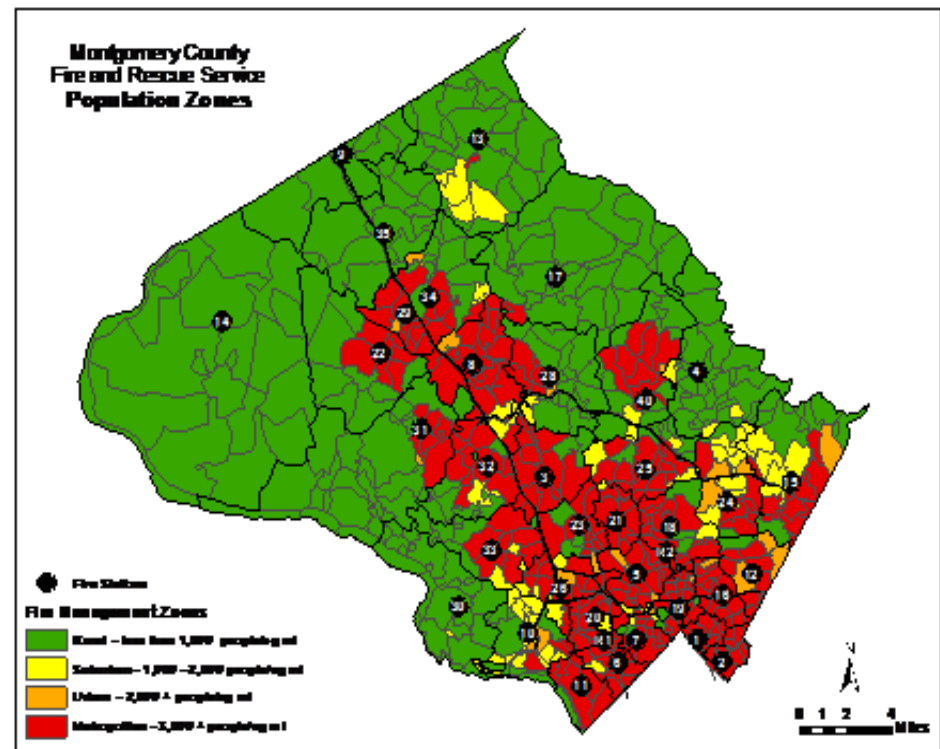


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# Montgomery County, MD

- 1.1 million people
- 500 sq miles
- Md's largest since 1989



MCFRS (





# MCFRS-Proudly Serving

- EMS STEMI Program Award
- ISO PPC Ratings Improvement
  - Previously a 4/9
  - Now a 3/6 (1/2 point from a 5)
- CFAI Accreditation
- P-25 Compliant for All Mobile and Portable Radios
- Continue Expansion of Four Person Staffing





# Our Mission

Prevent or minimize the 9-1-1 call... When we can't:

- Deliver the right resources (people & stuff) at the right time, to the right place with properly trained, certified and practiced professionals
- The M-Factors
  - Mission, Motivation
  - Membership
  - Me
  - Morale





# An All Hazards Fire-Rescue Department





# Service Demands

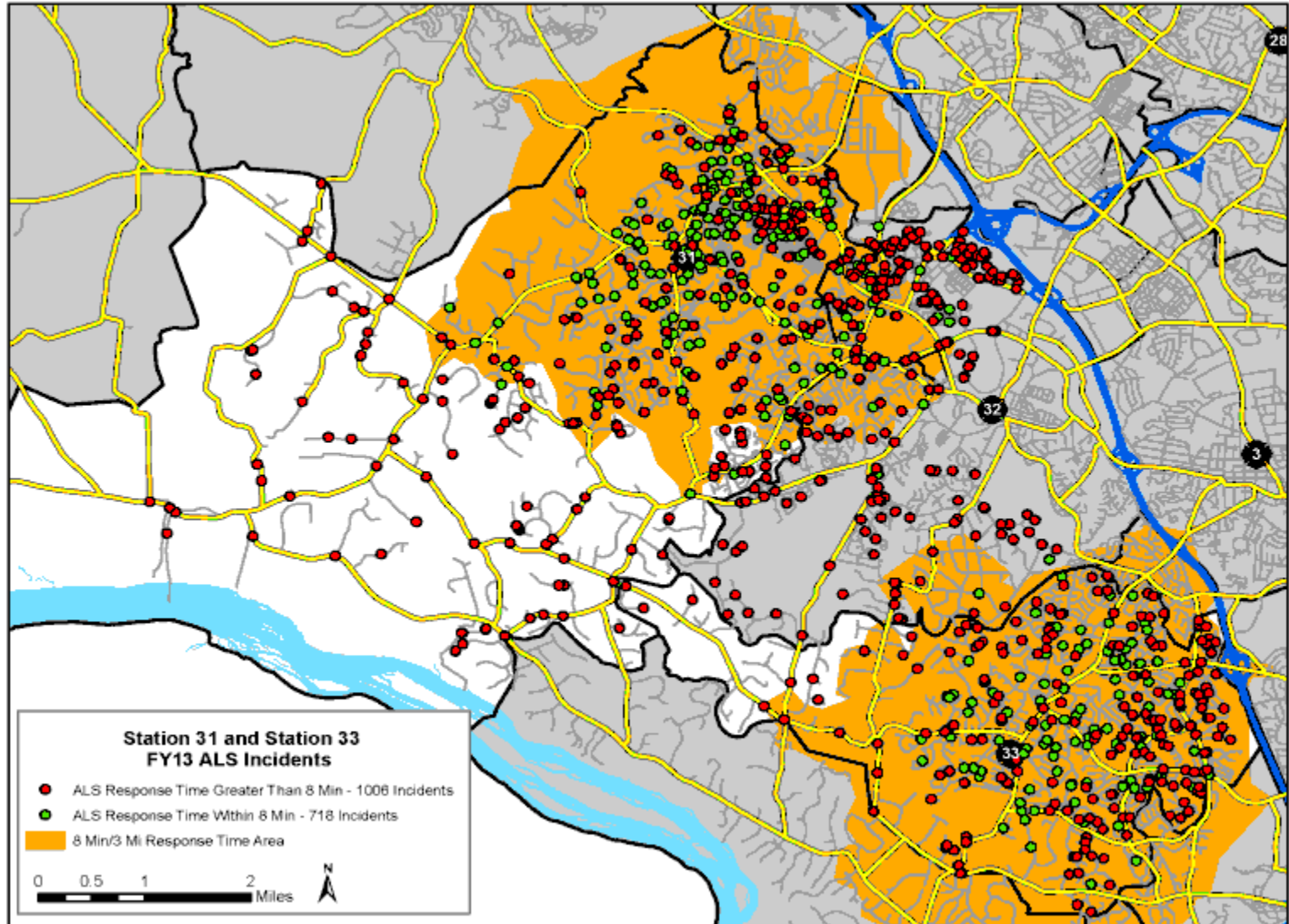
- 83,000 EMS- ~63,800 Transports to ER/ED
  - ~ 49,000 BLS
  - ~ 29,000 ALS1
  - ~ 3,500 ALS2
- 18,000 Fire
  - 1,000 Full Assignments
  - 3,000 Mutual Aide
- 9,000 Other







# 8 mins, 12 mins?



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# Bread and Butter Work



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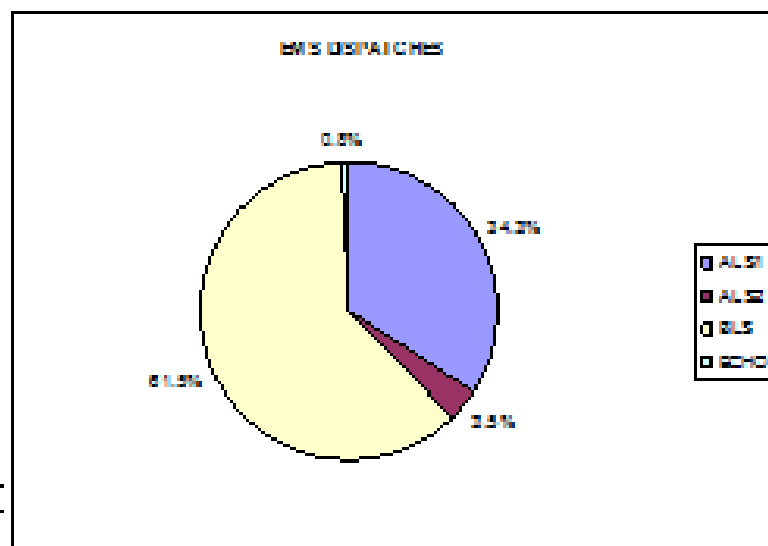






## 20,000 foot view

- 80,000 incidents
- 55,000 transports
- Strong and deep ALS system
- Mature BLS system
- Sophisticated EMD
- Two goals: ALS in a timely manner & efficient use of resources – very often these conflict





# Great Expectations

- My management style
  - Present the good news before the bad
  - What gets measured gets done
- You certainly do not have to agree with everything I say or do
- Together, we need to identify important issues that we all value and hold true
- Embrace and enforce those core values





# What I Want...

- Participatory management, not *"at my will"* management
- Personal & organizational accountability
- Practice the core values we believe will carry the MCFRS forward
- Community Engagement @ all levels of the MCFRS
- How well do you know the community you work in?
- Do your J-O-B, make sure your employees do the same





# What I Want

- Effective succession planning
- 3 deep depth on the bench however possible
- Eliminate shift-work blackmail
- Mentor, coach, inspire without pre-selection
- Timeliness
- Eliminate stove-piping & strained relationships
- Allow staff to make key decisions without FC involvement in every one







# Some Important Stuff

- Role of Performance & Behavior
- Literal Interpretation of Rules, P&P's
- Correction, Remediation or Discipline?
- Value of Documentation
- Outdated P&P's
- Institutionalize Business Practices
- Effective Communications





# Questions for You

- Do You Participate In Emotional or Rational Decision Making?
- Are You Dismissive of Things That Don't Interest You?

*"I don't care about the budget, it isn't my job Chief"*

- Are You Affiliation Blind?...Citizen's First
- Can You Deliver and Enforce Bad News?

**What Is The Number One Skill Desired of Modern Employers?**





# Critical Thinking

## It Leads To The Ability To Adapt

- Change vs the rate of change
- Urgency overload
- 50% of your knowledge comes from outside your area of expertise
- Succession planning
- The role of training and education
- Choices for County Government





# Some Difficulties

- Stuff or People?
- SKL and Total Absence Management
- Failures To Respond
- The Budget...Difficult Choices
- Future of EMS and Community Based Paramedicine
- Changes In FF Strategies and Tactics
- The Role of The Combination System







# Safe Structural Fire Fighting

- Fire Flow Path
- Door Control
- Coordinated Ventilation
- Offensive, Defensive
- Lightweight Dangers
- Reset The Fire
- Risk Assessment
- Circle Checks

*Is there a situation where early water is not best?*



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# Things To Consider

- Flashover
  - Basic Deployment and Coverage
- Role of Special Services
- Staff What We Need or What We Want
- Role of Community Outreach





# Type V Construction



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# Community Based EMS

- Affordable Health Care Act
- EMS-T Revenues
- Role of EMD
- Low Acuity Calls
- Separation of the PM From the COT
- Day-Day vs Peak Capacity







# Unresolved Budget Issues

- Structural Differences
  - Base Budget, OTP,
  - Agreed Upon Service Expectations-Political Leadership
- OLO and County Stat Staffing Formulas
  - 3.0, 4.53, 4.79, 5.0
  - Last Years Actual is Best Predictor
- MID's Impact
- Ability To Grow With Demand





# Stress Points

- Facilities
- Fleet
- IT
- Others





# Issues That Can Bring Us To Our Knees

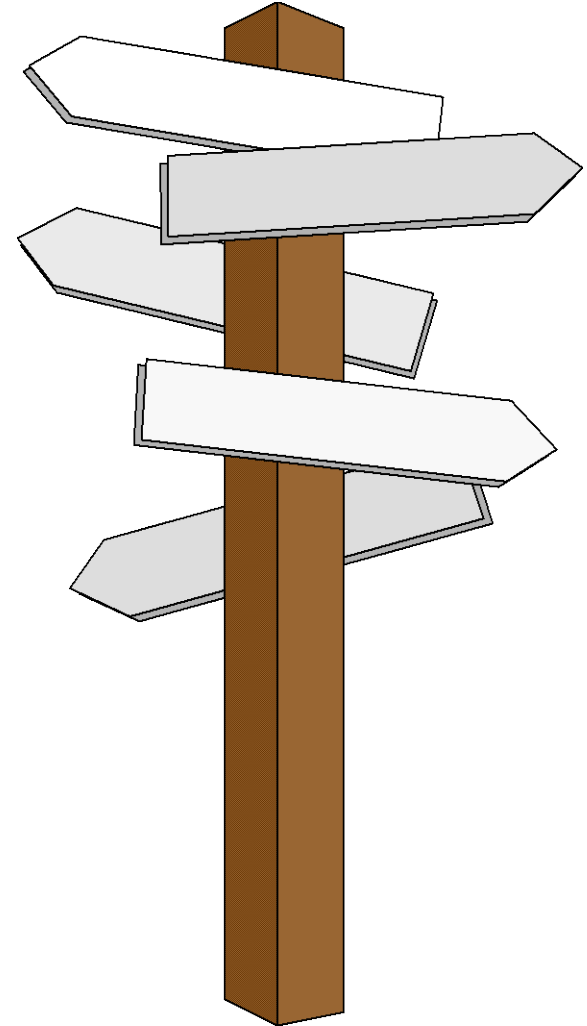
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- Paramedic Availability
- Risk Management Losses
- Base Budget/EMST Revenues
- Turn Over of Key Staff
- Civilianization
- Outdated Processes
- Resiliency





# Questions



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